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CL 614 Leading Groups and Organizations

Russell W. West

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CL614/ML714 Leading Groups and Organizations

Professor: Russell W. West, Ph.D.

Day: Tuesday, 1:00-3:45 Room: M103

Course Description

Transforming large and small groups, including associations of multiple groups (organizations), requires exceptional insight and skill. This course will examine the social psychological aspects of leadership from both the classic literature and from Christian parallels. Organic systems and the impact of belief structures will frame the discussion.

Office Hours and Location. Thursday 9:30-12:30; other times by appointment. Call 858-2094. McPheeters Center, Level 3, Room 307. Email: russell_west@asburyseminary.edu.

Course Objectives/Module Topics

Each course objective is organized into a self-contained instructional module. Key texts are associated with the fulfillment of each of these as well. They are listed together below. At the successful completion of his course, students will be able to:

1. Module One ~ Engage in theological, ecclesiastical and missional reflection to develop a vision of ideal models of missional association. Key Texts: *Authentic Leadership; Organizational Theory and selected articles.*
2. Module Two ~ Survey selected group and organizational leadership literatures for applicability to Christian community-building concerns. Key Texts: *Organizational Theory; Small Group Decision Making and and selected articles.*
3. Module Three ~ Cultivate awareness of operational leadership concerns related to life cycle, culture, systems and groups and organizations. Key Texts: *Built to Last; Leadership in Organizations and selected articles.*
4. Module Four ~ Consider operational leadership competencies and practices related to healthy formation of ministry-focused membership groups, e.g., teams, churches, communities. Key Texts: *Small Group Decision Making and selected articles.*
5. Module Five ~ Examine dysfunction, deformation, conflict and neutralization dynamics of groups and organizations to learn diagnostic, intervention and sustaining strategies. Key Texts: *The Five Dysfunctions of a Team and selected articles.*

Terminal Objectives of the Master of Leadership Program

1. To articulate an understanding of the basic disciplines for Christian leadership development.
2. To identify the most effective means for the development of a personal servant-hood leadership style while examining key strategies or developing other servant leaders.
3. To practice basic disciplines for personal leadership growth while participating in cross-cultural ministry and service,
4. To articulate key strategies for developing awareness of cultural and cross cultural dimensions of effective ministry leadership.
5. To demonstrate an understanding of the four classic organizational frames.
6. To recognize selected organizational change processes and how to resolve the inherent conflicts that accompany change.
7. To lead individual Christians and Christian communities in responding to the needs, contexts, and insights of various cultural groups and marginalized communities in society and in the church.

Required Texts for Course

- Collins, James and Porras, Jerry. *Built to Last*. New York: Harper Collins, 1997.
- Ellis, Donald and Fischer, Aubrey. *Small Group Decision Making*. McGraw-Hill, 1994.
- Hatch, Mary Jo. *Organizational Theory: Modern, Symbolic and Post-Modern Perspectives*.
- Lencioni, Patrick M. *Five Dysfunctions of a Team*. Jossey-Bass, 2002.
- Terry, Robert. *Authentic Leadership*. Zebius Int'l Publishing, 2001
- Selected Articles ~ For Extra Credit
- *Selected articles will be available in library reserves and discussed in class according to schedule.

For Doctoral Presentations

- Doctoral Supplemental Reading*
- Yukl, Gary. *Leadership in Org.*, Jossey-Bass. 2001.
 - Thompson, George, Jr. *Treasures in Jars of Clay*. Pilgrim Publishing, 2003.

Assignments Calendar (Checklist)

Scheduled On-Line Interactions ~ At a Glance

- 1st Posting: Self-Introduction and Initial Questions List Due: Post by: Feb. 18 / Reply by: Feb 25
- 2nd Posting: Philosophy of Community-Building Leadership (Terry), 1-Page Due: Feb 25 / Reply by Mar 3
- 3rd Posting: Small Group Dynamics in "12 Angry Men" 1 Page Due: Post by: Mar 5 / Reply by: Mar 10
- 4th Posting: Lencioni "Team Dysfunctions" Case Study (3 Pages) Due: Post by Mar 10 / Mar 17
- 5th Posting: Case Studies in Ministry Organizational Dynamics in (3 Pages) ... Due: Post by Mar 24 / Reply by: Apr 7
- 6th Posting: "Built to Last" Organization Analysis Project 10-12 Pages Due: ... Due: Post by Apr 21 /Reply by: May 5
- 7th Posting: Doulos Integration Paper (Hatch/Ellis), 10-12-page Plus Appendices Due: Post by May 5 /Reply by: May 12

□ **Due: Interaction Online.** First Class will be how we discuss texts.

1. **First Posting – Feb. 17. Introduction and Case Question.** Students will be asked to post a 100 to 200 word self-introduction in the **Team Folder** containing biographical and current ministry information (due in small group folder February 18th at 5:00 p.m.). After you have posted your self-introduction, respond briefly (25-50 words) to each of your small group member's self introductions by Feb. 25. Feel free to post a picture in an MSWord attached file as well!
 - Along with this self-introduction, lay out 3-5 questions about the leadership of groups and organizations that you begin this course with. It may be helpful to offer a **paragraph-long** mini-case study (a brief incident that has occurred in your's or others' ministries) that you hope to have resolved or explained during the course. This will help everyone warm up to the subject, the reading types of ministry opportunities and challenges in leading in communities.
2. **Second Posting – Feb 24. Community-Building Leadership Philosophy.** Respond to Authentic Leadership: Courage in Action in two ways: (1) Complete a CRIB and (2) Write a one-page (single-page) philosophy of leadership for the group/organization leadership posts you anticipate in your ministry calling/future. Not a book critique, your philosophy should reconcile Terry's theory-building with your own theological/biblical/historical rationale, motivation behind collective and coordinated action for the people of God as you conceive it. You must demonstrate familiarization and a wrestling with the theories and problems the author deals with.
3. **Third Posting – March 4. Case Study Interaction. Small Group Dynamics in "12 Angry Men."** We will view, in class, "12 Angry Men" (1957, Starring Henry Fonda). In the classroom, the professor will provide a viewing assignment which we will conduct and discuss immediately after the viewing. Online, you will be expected to write a 1-page concise analysis of the case to demonstrate integration of lessons you are gleaned from your reading of Ellis and Fischer's *Small Group Decision-Making*. You must use no less than seven key concepts from the text in your brief analysis while accounting for the dynamics present within the film.
4. **Fourth Posting Session - March 9. Case Study Interaction: Team Dysfunctions.** In response to the reading of Five Dysfunction of a Team, you will write a 1-Page single space case that describes one of the deformations of leadership in team/community or organizational life. The case should be written from the perspective of one person in the story; it should be written creatively as a short drama that ends in a dilemma or crisis or even "cliff hanger" (leaving your readers guessing what happened next).; the case must illustrate at least one of the deformations in Lencioni or others of our group/organizational leadership texts. You will attach to your case a two-page analysis outlining the key issues and at least one dominant theory operational within the text.
5. **Fifth Posting – March 23. Case Studies in Ministry Organizational Dynamics.** You have the option of writing or reviewing a case study that illustrates your understanding of an organization theory that functions in ministry settings. The professor will offer several examples you may choose from (if you are given to inductive thinking), or you may reverse the process of selecting a theory and illustrating it through a case, film or personal experience. Online, you will be expected to write a 1-page concise analysis of the case to demonstrate integration of lessons you are gleaned from your reading of Hatch's *Organizational Theory*.text.. at least one dominant theory should be explained through your case. These cases are three pages in length (1 Page Case Story; 2 Pages Analysis and Commentary). You are to interact with each members' cases in the team folder.

□ **Due: April 20 ~ Ministries, Built to Last: Organizational Analysis ~** Each participant will select either a historic or contemporary ministry organization/association which has been in existence for at least 25 years. You will adapt themes and questions from the "Built to Last" research to organize your study. Note: Another way of approaching this project would be focusing on the biography of a founder (dominant leadership values/style approaches, and how these worked out into group and organizational by-product). Here's your chance to focus on a favorite (or worse) character in history or recently. Be prepared to discuss in your group, online and in class. After a brief review of your understanding of key "Built to Last: concepts, you will further include:

- *Claim/Thesis (Explain why you think the organization has persisted, and what you intend to present to support your thesis)*
- *Relevant Organizational Theories (Overview of key theories readers need to understand the organization)*
- *Historical Sketch of the Organization's Founding, Stages in Life Cycle and Key Organization Dramas*
- *Visionary Framework: Mission, Key Success Factors, Strategies, Outcomes*
- *Rhetorical Vision, Fantasy Themes, Types and Acts (Symbolic Convergence Content)*
- *Organizational Defenses, Dysfunctions and Deformations*
- *Built to Last Lessons for Ministries. Answer: Does "Built to Last" research explain longevity? How, Why? Support.*

Examples of Organizations: Parachurch organizations such as Salvation Army, Billy Graham Evangelistic Association, World Vision, Navigators, Christian Broadcasting Network (CBN); Denominations such as Methodist/Wesleyan-Influenced Groups; Seminaries/Bible College and Related Agencies such as Association of Theological Schools; Mission Agencies such as Youth with a Mission, Operation Mobilization, World Evangelical Association, Wycliffe Bible Translators.

□ **Due: May 4. Doulos Group: Leaving a Local Legacy. (Group Process and Integration Paper)** Participants will experience real-time group/organization dynamics by creating “The Doulos Group,” a service learning organization with mock board of directors, executive management team, departmental directors, staff, sub-committees, etc. The group will use course perspectives class will “intentionally leave a legacy” in several local organizations as consultants, team workers or researchers. Grading for the experience will be individually based and group-based. The groups will prepare a report/project for the client (group grade) and each member will write a 12-page (plus appendices) reflection paper on the Doulos experience (appendices comprised of peer evaluations).

Note: *Your work must HEAVILY demonstrate EXTREME familiarity with the working concepts of the texts through applications of theories, principles, patterns, processes, insight, etc. Suggested treatment: This report should have at least five pages dedicated to group/organizational analysis using the vocabulary implied in the texts. Failure to convince the professor of this familiarity will SERIOUSLY impact your project and final grade by at least an ENTIRE letter grade, e.g., impossible to get a B- without bibliographic command.*

□ **Due (Doctorals Only: ML714): March 2, April. Two Group or Organization Theory Paper/Presentation ~**

- Doctoral participants will select, explore and present a group or organizational theory that is relevant to the development of the Doulos Group . The first paper is a concept paper to be the basis of a one-hour teaching session in class March 10. The second paper will be an organizational analysis paper, applying organizational theory or research to help explain patterns, systems, principles, processes of the emergent Doulos.
- The second presentation should have the effect of a consulting meeting with the class on a problem the Doulos Group may be experiencing. Doctorals may require class to complete questionnaires/surveys to accomplish their reports.
- Doctorals will be assigned team folders to monitor and interact with in the online Discussion Center.
- Professor will schedule at least one doctoral-only conference to discuss dissertation-related leadership research design issues in light of the course objectives.

Grading Criteria

Online Text Interactions/Content of Your Postings (5% per posting)	25%
Class Participation (Doulos Participation, Article CRIBS)	25%
Organizational Analysis Paper	20%
Doulos Team Project/Reflection Paper	20%
	<hr/> 100%

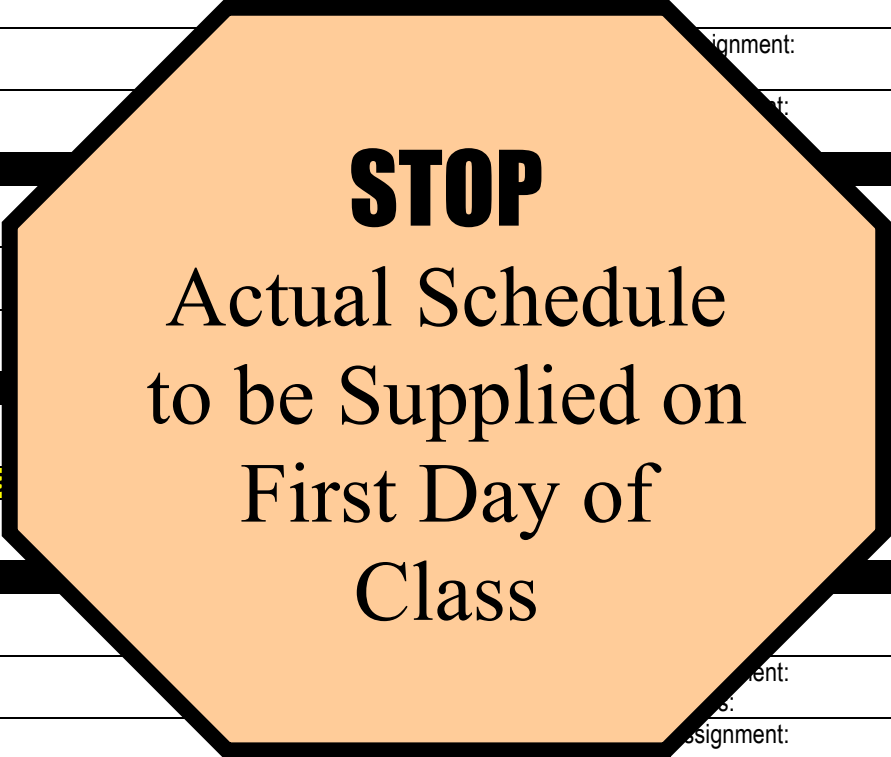
*Extra Credit Opportunity ~ CRIBS for Articles (Must Review Five Articles in Semester) 02% Per Article

Grading Scale

A Superior, unusual model of originality, engagement, flawless work	C Fair, partially meets requirements with significant inadequacies
A- Superior work, model of mastery, integration and application	C- Minimal work acceptable; significant failures in compliance
B+ Excellent, exceeds compliance with professor's expectations	D Credit for submission, passing grade given with reservations
B Good work, complies with professor's expectations, average	F Unacceptable, incomplete or unsubmitted work; conference with professor advised
B- Good work, not fully representative of professor's expectations	
C+ Fair, meets requirements, with some noticeable inadequacies	

Class Sessions and Schedule

Dates	Topics	Assignments
~ Module One.		
Feb. 10	Axiom:	.
Feb. 17	Axiom:	Assignment:
Feb. 24	Axiom:	Assignment:
~ Module Two.		
Mar. 2	Axiom:	
Mar. 9	Axiom:	
Mar. 16	Axiom:	
Module Three.		
Mar. 23	Axiom:	
Mar. 30	Spring E	
Apr. 6	Axiom:	
~ Module Four.		
Apr. 13	Axiom:	
Apr. 20	Axiom:	Assignment:
Apr. 27	Axiom:	Assignment:
		Due to Discuss:
~ Module Five.		
May 4	Axiom:	Reading Assignment: Due to Discuss:
May 11	Axiom:	Reading Assignment: Due: All Work
May 18	Presentation	



“C.R.I.B. Notes” ~ To be Used for Article “Extra Credit” Interaction

Name:

SPO:

Course No:

Book’s Author:

Date:

Instructions. “CRIB” stands for critically, reflective and interactive book notes. Write succinctly (9 point type) below. Submit by 12-noon day before class.

Grasping It. First, list the author, book title, publisher, and date of publication. Next, write a tight abstract--no bullets or quick lists and not a review--but the essence of the issue(s) as if YOU were the author. Your summary paragraph should complete the sentence...(BELOW)

Book/Publisher Information

“AS THE AUTHOR, WHAT I MEANT TO SAY, QUITE SIMPLY, WAS...

Engaging It. Where does the author have it right, wrong or incomplete? What questions are left unanswered? When disagreeing, you are obligated to “fix” the author, by restating the matter to your liking, with supportive reasoning. Any “Notable Quotables?” End by posing a critical question for the class. Include page numbers.

Required: “The one question I want to discuss with my peers in class is...”

Connecting It. Recall a brief story from your own experience that demonstrates how you connect with the book. Tell it in first person as a brief case study. Does the book shed light theoretically what happened to you? Does it correct something? Does it add to the problem? How is it useful in the real world, your real world?

Owning It. Beyond praying, reflecting or repenting, what actions do I need to take to respond to this book’s key points? Where was God in this for me? What 3 steps can you take in the next 90 days to make a 50% difference in your current situation in light of this book?

Required: My Next-Step Strategy: